

Keynotes

Volume 20, No. 1

January, 1990

Keynotes' **New Look**

Dear NESRA Member,

Happy New Year! Entering a new decade calls for a fresh perspective on issues affecting your worklife. After all, your roles have expanded over the years as the ES&R field has broadened. New responsibilities require more information. NESRA recognizes this and it takes this opportunity to better meet your needs.

We've redesigned the format and restructured the content of *Keynotes*. The three-column design will allow us to present more copy on issues affecting you. We've increased the type size and highlighted quick tips and quotes. These graphic changes reflect a move towards a more flexible content.

Instead of focusing on a few topics, we will present

articles on a variety of topics. You can look forward to reading how-to articles, management techniques, programming ideas, and career tips.

We know you're busy and you need useful information *fast*. That's why we're providing quick tips such as statistics and helpful hints.

Throughout the year you'll find motivating quotes, self-improvement techniques or other positive notes to give you encouragement.

Enjoy this new, upbeat version of *Keynotes* and feel free to contribute story

ideas and constructive comments.

Sincerely,

Cynthia M. Brown

Cynthia M. Brown
Editor

Travel Survey Results

NESRA Headquarters recently conducted a mini-survey of its members inquiring about their employee vacation travel programs. Headquarters mailed 2,600 mini-surveys and 209 members

"Every job is a self-portrait of the person who did it. Autograph your work with excellence."

—Author Unknown



NESRA...dedicated to enhancing employee quality of life

responded. The questions were divided into two sections: Group travel and individual travel. The term "individual travel" describes those programs in which you offer employees brochures, flyers and/or discount cards. With this information, employees then make their own travel arrangements.

Take a moment to review the following results:

Group Travel

Fifty-two percent of respondents offer group travel programs and an average of 489 employees participate in the program in a year.

Of those with programs, 63 percent offer packages for special interest groups such as ski clubs, retiree groups, golf leagues, rafting teams and shopping groups (these represent the most popular groups respectively).

The most popular travel destinations among those with group programs are, in order of popularity, Las Vegas, Florida, Europe/California (tied for third place), New York, Hawaii and Mexico.

Forty-two percent of those with group travel programs offer packages to Las Vegas, sending an

average of 165 employees per trip, while 27 percent offer packages to Atlantic City, sending an average of 162 employees per trip.

Almost half of respondents with group travel programs use travel agents when planning group travel packages, while 5 percent use wholesalers, 33 percent use other services and 13 percent use both travel agents and wholesalers.

Sixty percent of those with group programs utilize NESRA associate members' products/services.

Individual Travel

Fifty percent of respondents offer travel packages for individual employees and an average of 636 employees participate in the program in a year.

The most popular individual travel destinations are respectively Florida, California, Las Vegas, Hawaii, Europe and Mexico.

Gambling packages are less popular on an individual basis than on a group basis. Fifty-five percent of those with individual travel programs offer packages to Las Vegas while 12 percent offer packages to Atlantic City.

Xvxry Pxrsn Is Important

One manager let employees know how valuable they are with this memo:

"You Arx A Kxy Pxrsn"

"Xvxn though my typxwritxr is an old modxl,

"Work like a duck. Stay calm on the surface, but paddle like heck underneath."

--Author Unknown

it works vxry wxll—xxcxpt for onx kxy. You would think that with all thx othxr kxys functioning propxrly, onx kxy not working would hardly bx noticxd; but just onx kxy out of whack sxxms to ruin thx wholx xffort.

"You may say to yoursxlf—Wxll I'm only onx pxrson. No onx will noticx if I don't do my bxst. But it doxs makx a diffxrxcnx bxcausx to bx xfffctivx, an organization nxxds activx participation by xvqryonx to thx bxst of his or hxr ability.

"So thx nxxt time you think you arx not important, rmxmxbxr my old typxwritxr. You arx a kxy pxrson."

(Reprinted with permission from *Communication Briefings*, Vol. 8, No. 2.)

Blood: A Year-Round Gift

Organize a blood drive and offer employees an opportunity to give the precious gift of blood any time of the year.

Planning a blood drive is not very difficult if you work with the Red Cross or another local organization and if you break down the six to eight-week project

with short-term goals.

Eight to Six Weeks Prior:

Contact the Red Cross. Begin planning by selecting an employee committee to help with the blood drive. Then reserve the bloodmobile site, make arrangements for "in-house" publicity and establish bloodmobile goals.

Four Weeks Prior: Call the first committee meeting. At the meeting, inform the committee of the bloodmobile's goals, distribute pledge forms and literature and explain how to recruit volunteers.

Three Weeks Prior: Publicize the blood drive by hanging posters and running articles. Now you can start recruiting donors. During this week, confirm the site reservation and arrange for strong people to unload and reload the truck.

One Week Prior: Hold a final committee meeting to collect the pledge cards and review donor recruiting techniques. Then, prepare the donor schedule.

Three Days Prior: Give prospective donors their appointment time and reaffirm their pledges to donate. Contact your Red Cross field representative with the final count of scheduled donors. The field

QUICK TIPS

- Executives spend 25-70 percent of their day in meetings—and they consider about a third of those meetings to be unproductive.

Source: *USA Today*,
August 28, 1989.

- Preparing to address a noisy gathering? Play music as the crowd gathers before the speech begins. When you are ready to begin, stop the music abruptly. Groups usually stop talking to see what happened.

Source: *Communication Briefings*, Vol. 8 No. 5.

- Think you've got a problem? Instead of thinking of a situation as a problem, think of it as an "opportunity" or "challenge." Positively redefining the situation can reduce some stress and allow you to come up with a creative solution.

Source: *The Hope Health Letter*, October, 1989.

representative will arrange for staff and equipment.

Day of Event: First, unlock the site room and be sure it is ready. Then, meet the truck with your unloading help. Introduce yourself to the head nurse of operation and give her the schedule of donors. Also offer to assist in lunch and break arrangements. At the end of the day, have people reload the truck.

Day After the Drive: Put the site back in order and thank all who participated.

(Source: "Bloodmobile Planning Guide," Mid America Regional Red Cross Blood Program.)

Fridays Can Be Productive

Research shows that Friday afternoon is the time of the week when the least gets done in most offices. Here are some suggestions to help make that time more productive:

- Check your inventory of supplies and replenish those necessary items.
- Thank volunteers for their efforts. Write "thank you" notes or express appreciation in person.
- Catch up on filing. Purge unnecessary documents and properly index current ones.

- Work towards becoming a Certified Employee Services and Recreation Administrator (CESRA) or a Recognized Volunteer Employee Services and Recreation Administrator (RVESRA).
- Organize your work area. Eliminate unnecessary clutter and make everything easily accessible.
- Catch up on reading. Read NESRA publications, newspapers, and other materials, to keep you abreast of your field.
- Review the ESM Editorial Calendar and contribute articles on topics in which you specialize.
- Review your department's strategic long-range plan and set short-term goals.
- Think of creative ways to justify your ES&R program.

(Source: *Management Strategy*, Fall, 1989.)

Using Color

When creating promotional pieces, consider how color will affect your audience and influence your message. For example:

Blue can calm your audience and encourage fantasy. Use it for travel and entertainment pieces.

Remember, too much blue will tranquilize the reader.

Yellow is an attention-grabber because eyes read it faster than any other color. However, the brain processes yellow on the same side that makes us irritable and angry. You may stimulate those emotions unintentionally.

Green helps viewers feel more comfortable in new situations. Use it when introducing new products. Avoid institutional shades of green—they will alienate potential customers.

Black ink is the easiest to read on a light background. Yet, marketing materials may not look visually appealing in too much black.

(Source: *Snapshot*, November, 1989.)

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Cynthia M. Brown

Please send contributions to NESRA Headquarters at the above address.

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Quick Clips

Encourage your employees to quit

Besides severely restricting smoking on company premises and during events held off-site, here are some additional suggestions to help you encourage your employees and their dependents to quit smoking:

1. Reimburse employees and their dependents for successful completion of approved smoking cessation programs.

2. Use a year-round communication program (i.e., newsletters and bulletin boards) to encourage employees to quit smoking.

3. Financially assist a smoking clinic at a local hospital.

4. Donate money to the American Cancer Society and the American Lung Association to help them provide more public information materials.

Source: Keynotes, published by the National Employee Services and Recreation Association, 2400 S. Downing Avenue, Westchester, Illinois 60154-5199; 708/562-8130.

Special events: attracting those sponsors

Companies don't sit there waiting to sponsor your event. You have to communicate what's in it for them. Here are some suggestions to help attract sponsors:

- Communicate specifically what the sponsor gets in return for sponsoring an event.
- Communicate the demographics of the people who are attending the event. Be sure that the people attracted would be interested in the product or service and can make or influence the decision to buy it.
- State how much money is needed from the sponsor.
- Show how the sponsorship can be measured. Will the company be able to trace sales, leads, and exposure?
- Explain how the sponsorship might enhance the image of the company.

• Communicate that you and your organization will be easy to work with.

• Realize that companies need quite a bit of time to respond to proposals. Don't expect answers in a couple of weeks.

• Remember to thank people for considering your proposal — even if it's rejected.

Source: Motorsports Marketing News, Ernie Saxton Communications, 1448 Hollywood Avenue, Langhorne, Pennsylvania 19047

Letters help get volunteers

Has your organization ever used a letters-to-the-editor campaign to recruit volunteers or members? If not, consider the success of the Big Brothers/Big Sisters of Amarillo, Texas ...

The organization, seeking more little sisters, asked the younger females to write letters to the local paper telling how they profited from the program. The charity held a contest to determine the best letter and awarded the winner a

Don't start your meeting without us.

Call the experts...America West Airlines Convention and Meeting Services. We are a dedicated, professionally-trained staff who recognize and understand your special requirements.

Keynotes

Volume 20, No. 2

February, 1990

NESRA Members Take Action

We've been very encouraged by how quickly NESRA members responded to The National Coalition for Volunteer Protection's plea for help, printed in the December, 1989 issue of *Keynotes*.

The National Coalition for Volunteer Protection urged NESRA members to write letters to their United States Senators and President Bush requesting their support of the Volunteer Protection Act. The Act will encourage states to enact consistent and comprehensive volunteer liability laws.

This act has 220 cosponsors in the House and it may come up for discussion in the Senate in March. Its outlook is uncertain. Therefore, NESRA members can still make a difference by participating in this letter-writing campaign.

Please send letters to President Bush and your United States Senators asking for their support of the Volunteer Protection Act. Contact NESRA Headquarters to request draft letters.

Open Houses

Plan a company open house to celebrate an anniversary, premier a new facility or to improve employee/community relations.

Begin planning at least six months in advance by developing a committee of employees from all

participating departments of the company (especially security, public relations and maintenance). Then, follow the tips below, delegating responsibilities to the appropriate department representatives:

- Choose a date and time for this event. Coincide with your company's occasion. When choosing starting and ending times, consider the number of expected attendees and tour completion time.
- Decide who you will invite. Will you schedule the open house during a workday and invite only employees, or will you

"Make good service the rule rather than the exception and start by treating employees with high touch."

*—Bob Gaylor, "High Tech\High Touch,"
The 47th Annual NESRA Conference and
Exhibit, Orlando, Florida.*

schedule it on a weekend and invite employees and their families?

- Establish a tour route. Lead visitors through hallways large enough to keep tours running smoothly. If one specific product is made, design the tour to show this process from start to finish, but make sure the process is short. Avoid exposing visitors to any sensitive or secure equipment and data.
- Paint, repair and clean the facility in preparation of its showing.
- Publicize the event. Make a map of the tour route and distribute copies to employees. Print a map in the neighborhood newspaper. Use posters in high-traffic areas.
- Prepare displays. They can illustrate processes or equipment. Make displays informative, interesting and easy-to-see. Place them where they can be easily viewed in a short time by a large crowd.
- Establish safety guidelines. Minimize the risk of injury. Set up first aid stations along the tour route and direct traffic in the parking lot.
- Greet visitors.
- Decorate an area for visitors to mingle and enjoy refreshments. Decide

ahead of time who will order and serve the treats.

- Distribute commemorative gifts (i.e. logo items or a manufactured product) at the end of the tour.
- Organize a close-down plan. At least two committee members and a member of security should follow the last tour group through. After that group leaves, do a final walk-through. Check the whole facility for wandering visitors. Disassemble displays and clean up.
- Evaluate the event. Plan to improve it next year.

Simple Terms

When presenting a new idea or a business strategy to your boss, use clear, simple terms for best results.

Presentations can have lasting effects on one's

career. Therefore, you must use the most effective approach. The more direct the approach, the more impact you create.

Use these tips to prepare a solid presentation:

Avoid using technical terms. Do not overload the speech with facts and figures.

Get to the point. Tell them what they need to know to make a decision.

Analyze your audience. Research their positions on the topic and anticipate their questions.

Know your topic. Be aware and able to discuss all the angles of the topic.

Have key answers. Know the answers to "How much will it cost" and "Can it be implemented?"

(Source: *The Wall Street Journal*, June 19, 1989.)

**"When you get to the end of
your rope, tie a knot and hang
on. And swing!"**

—Leo Buscaglia

Cover Letters

The cover letter can be very informative when screening applicants. Besides revealing whether or not an applicant is qualified for the position, these letters may also indicate the applicants' degree of neatness, conciseness and creativity.

When looking over a cover letter, your purpose is to find a candidate to fill a position opening in your organization. Use each cover letter as an indicator of whether or not you will review the accompanying resume.

Ask yourself these questions when reading a cover letter:

- Does the letter gain your attention with a creative opening or an attractive appearance?
- Is the letter direct in telling you what position its author is seeking?
- Is the letter specific enough that it responds to the needs you mentioned in your ad yet general enough to make you read its author's resume?
- Do the letter and resume describe background, education and experience which deserve a follow-up?

- Does the applicant offer a phone number or an address to contact him/her to arrange an interview?

You may also use the cover letter to examine the author's writing style and the applicant's ability to target his/her audience.

Once you've hired someone to fill that vacancy, set aside time to look over all the cover letters and resumes. Remain open-minded while doing this. Among these applicants, you may discover a candidate to fill another vacancy or a candidate which could be a fresh addition to your staff.

(Source: *Journal of Career Planning and Employment*, Fall, 1989.)

Wacky Antics

Unexpected, humorous surprises can help break the ice at meetings/events, promote events at companies and encourage camaraderie among employees.

Here are a few novel ideas:

- Encourage unfamiliar people to mix at events by displaying "living statues." One company in New York offers a variety of these figures including The Thinker, Moses, the Statue

QUICK TIPS

- Bosses and secretaries can reduce stressing each other by saving up small nonurgent items and presenting them at one time rather than repeatedly interrupting each other. It's easier to work in blocks of uninterrupted time.

Source: *The Hope Health Letter*, October, 1989.

- Forty-four percent of 2,000 adults surveyed think it is inappropriate to drink alcoholic beverages at a business lunch and 41 percent say such consumption is inappropriate at a sports event.

Source: *U.S. News and World Report*, December 11, 1989

- Give incoming and outgoing telephone calls your undivided attention. It requires concentration to convey information and to sell ideas or programs.

Source: *Focus*, January, 1990.

of Liberty, Blind Justice, a nine-foot tall tiki doll and a Christmas tree.

Each alleged statue is actually an actor/actress arrayed in a colorful costume. Initially appearing to be statues, these figures begin to tip over and then straighten up, causing viewers to question what they see and to giggle at the statue's movements and people's reactions. In some cases, viewers begin to interact with the statues.

- Schedule a hilarious parade to interrupt a conference or to barge though the employee cafeteria during lunch to promote an ES&R event.

At one conference in New York, a 20-character parade featuring twin lobsters, a dancing bear, sparklers and strobe lights marched through a final assembly to end the conference with a bang. For promotional purposes, have the characters hold signs promoting an ES&R event or an employee store sale. Alter the characters' costumes to suit your own purposes and recruit employees to join the parade.

- Use a debate between two stereotypical psuedo experts to present the pros and cons of participating in

fitness activities, or have each debater stress the advantages of participating in a particular ES&R program.

Promote the debate as a legitimate discussion. Give these two people wacky names such as Ms. Fit and Mr. Sithere.

Have one person be pro-fitness and another anti-fitness, pro-ES&R participation/anti-ES&R participation, etc. Write scripts for the two stereotypical characters debating an issue and have the debate lead to a heated discussion and finally a make-believe shootout (or some other ridiculously extreme ending). Be sure to lace the debate with humor and use the debate as an opportunity to educate the audience.

Use these ideas or alter them to work for you.

(Source: *Association Meetings*, December, 1989.)

Conference Registration

The 49th Annual NESRA Conference and Exhibit will take place May 16-20, 1990 at the Hyatt Regency, Crystal City in Arlington, Virginia. You'll soon receive details and registration forms.

Your Ideas Count

We know many of you offer your employees a variety of great programs.

Please write to NESRA Headquarters to share some of your programming ideas, unique program names and sources of program ideas.

Tell us about a new program or one in which you've added a new twist. Also include some of your catchy names for your programs—what do you call your company picnic, your retiree program, etc. Where/how do you come up with your great ideas?

Please write to us and share this information; we would like to print some of the most creative answers in *Keynotes*.

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March, 1990

Summer Fun

Picnics are still the most popular summer event among corporations, reports *Personnel Journal*.

Of 306 participating companies in a recent survey, over 72 percent have annual picnics and 26 percent of these companies say picnics are the most popular summer events.

The most frequently cited summer events include:

- Theme parties (17 percent)
- Amusement park visits (14 percent)
- Outdoor concerts/symphonies (13 percent)
- Company open houses (9 percent)

ES&R managers should inform employees sometimes jobs are won and lost in such seemingly harmless environments. Suggest those attending avoid physically dangerous behavior, too aggressive

sports participation and excessive drinking.

Encourage employees to make the most of the day by volunteering to serve on a committee or by participating in the activities and enjoying the day without attempting to be the center of attention.

(Source: *Personnel Journal*, August, 1989)

Picnic Planning

Although your company picnic plans may be well on their way, take time to double-check your planning.

Besides choosing a date, time and location, have you decided what activities you'll incorporate into the event? There are several options to consider. For example, you may offer entertainment for adults and children; exhibits (educating attendees about your company); arts and crafts; carnival games and rides; sports; open house tours; and raffles.

Have you gained and publicized top management support of your picnic? You can publicize this support by writing articles for your company newsletter, having CEOs appear at

"Trying to help people become more with you, than they would have become without you, is about as good as it gets."

*—Charlie Herrmann, "Wonderful World of Work"
The 46th Annual NESRA Conference and Exhibit,
Minneapolis/St. Paul, Minnesota*

volunteer meetings and distributing letters of invitation signed by your CEO to employees. Include top management in activities at the picnic and ask them to help thank volunteers after the picnic.

Have you delegated responsibilities? Assign a committee person to run each of the above activities you plan to offer.

Committee members also need to be responsible for promoting the picnic; printing flyers and tickets; assembling and cleaning the grounds; recruiting, training and awarding volunteers; and selling tickets.

Will your picnic center around a theme? If so, have you incorporated it into promotions, contests, entertainment, decorations and menus?

If you've already planned your menu, do you know how much food you'll need and who'll serve it? Remember the golden rule...“Never run out of food,” and make provisions for extra food. Have all food and drink supplies (such as refrigerator/heating units, cups, serving utensils, etc.) been ordered?

Have you planned entertainment for everyone from children to retirees?

Confirm and reconfirm contracted entertainers. Also, make provisions for necessary lighting and sound apparatus for bands. If you're planning games, have you purchased all necessary props, such as water balloons?

Have you devised a clean-up plan? Distribute enough trash cans throughout the site and know who is responsible for emptying cans into major dumpsters. Have you designated a clean-up committee to restore the site back to its original order?

What is your back-up plan, should inclement weather occur? Have you made arrangements for an indoor event or does your site offer pavilions, tents, or some other coverings? If you've booked an alternative site, have you informed employees of it?

Mentally and physically prepare for your picnic. Mentally anticipate potential problems, and physically prepare solutions, such as supplies, alternative entertainment, etc. Then, both you and your employees will enjoy a day of fun, food and folly at your company picnic.

Select the Right Laser Paper

To get the best results from your laser printer, select the right paper for your needs. When choosing paper, consider these three qualities:

- **Brightness.** This is a measure of how much light the paper's surface reflects. A more reflective paper will give you a greater contrast between paper and toner.

“A little craziness once in awhile prevents permanent brain damage.”

—*The Hope Health Letter,
March, 1990*

For any laser printing, use paper rated no lower than 80. (The industry standard scale is 0-100.)

- **Smoothness.** Paper texture is rated by an industry standard called the Sheffield rating. Most papers fall between 75 and 300 on this scale. The higher the rating, the rougher the texture. Because toner tends not to adhere as well to heavily textured paper, a rough surface can result in broken type and image gaps.

If you prefer the elegance of a textured paper for your personal or limited-edition laser documents, industry standards suggest that you chose sheets rated between 175 and 235.

- **Opacity.** The amount of light a paper lets through determines its opacity rating (measured on a scale of 0-100).

Large areas of bold, dark graphics will show through on double-sided documents or on multi-page presentation documents. To avoid this "show-through," use a paper with a rating of 85 or higher. For any kind of laser printing, choose paper rated no lower than 82.

Note: Few papers carry rating data on their labels. You can obtain this information from paper distributors or manufacturers.

(Source: *Printed in Communication Briefings*, December, 1989. Written by Terri Lonier, writing in ITC Desktop. Reprinted with permission from *Communication Briefings*.)

Try and See

It's difficult to get employees to perform new tasks or try new methods for old tasks. This presents an obstacle when your way is effective, but employees don't see it as such.

When employees think your way will not work, they have a logical reason for not doing it your way. You need to listen to their logic and address their reasoning.

Have employees tell you how they feel about the task or project. Ask them to express what they think will not work.

Then, explain convincingly why/how your method will work. At this point, your responsibility is not simply to inform employees of your method, but to sell them on it.

Explain why the procedure must be done with your technique and

QUICK TIPS

- Fifty percent of us say our bosses treat us fairly and honestly almost always. Twenty-nine percent of us say our bosses treat us this way most of the time, 16 percent say occasionally or hardly ever and 5 percent say never.

Source: *USA Today*, February 7, 1990

- Recent research supports the common belief that people who look you straight in the eye tell fewer lies than those who avoid eye contact.

Source: *The Wall Street Journal*, January 22, 1990

- Many speeches lack impact because although they look well on paper, they may not sound smooth when delivered. If it is awkward to say aloud, rephrase it.

Source: *Focus*, January, 1990

present evidence why it will work.

The concerns of new employees may be fairly easy to address. New employees tend to doubt procedures upon initial information. In these cases, your proof of success is that employees have been performing it successfully for some time.

However, experienced employees will require much more "proof." If the technique has never been performed before, present information that leads you to expect its effectiveness.

If employees still think your recommendation will not pan out, ask them to try it your way and announce you will take full responsibility for the outcome. When your technique is successful, your employees will have proof of its effectiveness.

Note: When resorting to this "try and see" method, take special effort to monitor their initial performance, making sure they are carefully following your instructions. If they deviate from your instructions and the procedure fails, you may be blamed for the failure.

(Source: *Nation's Business*, January, 1990)

Lefties Face Danger

While many people find being left-handed inconvenient, recent studies also suggest it can be dangerous. Researchers at the University of British Columbia conducted a study which reveals left-handed people are almost twice as likely to require medical attention for an accident at work, home, in sports or on the road.

Why is this true? More products—especially power tools and machines—are usually designed for right-handed operators. On the job, lefties find these machines awkward and they usually have to operate such tools in an uncomfortable or hazardous position. Traffic patterns also favor the clockwise tendency of righties. This may explain why left-handed drivers are involved in more traffic accidents.

ES&R managers can help reduce the number of these accidents by examining their company's fitness facilities, sports equipment and office furniture to see if these items are as safe for lefties as they are for righties. Employee store

managers can order products useful and safe to both righties and lefties.

(Source: *Executive Fitness*, January, 1990)

Make Them Marvel

When planning an important meeting for volunteers or a fund-raising program, have fewer chairs than the number of people you expect. Why? If there's even one empty seat, attendees will wonder who didn't come. Bringing in extra chairs will make attendees marvel over the popularity of the cause and the urgency of the appeal.

(Source: *Forum*, January, 1990)

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Prepare for a Crisis

For employees' sakes, ES&R managers should investigate their company's emergency plan in case of fire, tornado, hurricane, earthquake, etc. and educate employees about the plan.

ES&R managers can begin a safety campaign

using posters, newsletters, lunchtime seminars and other vehicles to tell employees important information such as:

- How to evacuate the building quickly and safely.
- What to anticipate, should a fire, earthquake, etc. occur and what to do when it occurs.
- How important communication is at a time of crisis. All employees should communicate their whereabouts to a designated company representative. Explain that if a crisis occurs, the company plans to tell

employees what has happened, what it will take to restore things to normal and the status of this process. Also suggest employees establish a communication plan for their families. Advise family members to contact a designated third party, outside the general area, to report their safety.

- How to make up emergency kits for employees who may be trapped in the building. Packets may include water, first-aid kits, blankets, etc. Keep these kits in easily accessible places and tell employees where they are.
- How to protect their work from being destroyed. The company may require backup copies of computer disks to be stored at an off-site location.
- What the company absolutely needs to stay in business and how it will get facilities, supplies and machines during a crisis.
- How to avoid preventable disasters such as fires.

Opportunities are usually disguised as hard work, so most people don't recognize them.

—A. Landers as appeared in HResource, January, 1990

If your company does not have an emergency plan, establish a committee to research, develop and implement such a plan. Consult the authorities for proper evacuation and safety guidelines. When developing your plan, anticipate the worst and prepare your staff to cooperate in restoration.

(Source: NESRA member Dale Shafer, vice president, PSEA/PG&E, San Francisco, CA)



NESRA...dedicated to enhancing employee quality of life

Positive Experiences

We receive more positive experiences at work than we do during leisure activities, reveals a study by University of Chicago researchers.

Seventy-eight people in various occupations who participated in a recent study, reported work as "a positive experience" much more than leisure activities.

Work was considered a more positive experience because it demands employees face challenges and utilize skills to meet those challenges.

Researchers randomly checked participants throughout each day for an entire week. All respondents reported feeling more positive when they were working than they did when they were off-duty. The more responsibility a person held, the more positive s/he ranked work. Researchers say regardless of the type of job, employees feel better when they discover enjoyable and fulfilling aspects to it.

Researchers also discovered those with "high intensity jobs," or exciting

jobs with most challenging tasks, seek "low-intensity" leisure activities—watching TV, sunbathing, etc. Those with "low-intensity" jobs participate in "high-intensity" leisure activities.

(Source: *Executive Fitness*, February, 1990)

Quick Deliveries

Have you grown accustomed to "overnighting" your important original letters and documents? If so, you might think twice the next time you promise this convenience.

Prices of overnight letters and parcel deliveries are increasing as

competition among the quick-delivery services cools, reports *USA Today*.

The strong companies have survived heavy competition and mergers. With fewer companies in the business and less pressure to compete, companies are increasing their overnight delivery prices.

Surviving companies are now focusing their efforts on package deliveries since many business people are using "faxes" to transmit urgent documents.

Consumers ordering from catalogs will pay a large share of these extra costs. They will be charged more for parcel delivery.

(Source: *USA Today*, March 22, 1990)

"I believe there is a direct correlation between an employee's ability to perform at his or her job and time away from work participating in recreation, fitness and service programs."

—John R. Myers, president, Textron Lycoming, Straford, CT,
as printed in *Executive Viewpoints*,
NESRA's soon-to-be released publication

Outside Contacts

To keep an edge in today's workforce, managers must develop new ideas.

Rosabeth Moss Kanter, a Harvard Professor, suggests managers use "kaleidoscopic thinking"—the creativity involved in activating innovation—to generate fresh ideas.

People use kaleidoscopes to shake what they see into new patterns. To spur different ways of thinking, managers should contact outside colleagues with different perspectives than their own. Exchanges with these colleagues will stimulate "a cross-fertilization" of ideas.

When comparing better and worse high-performing research and development project groups, researchers discovered groups with best results frequently communicate with colleagues outside the group. Those who do worse remain insulated.

Other studies on the careers of research scientists revealed the most productive and credited scientists have more contacts outside their field.

Throughout history, innovations occurred when new people entered a situation. They were able to generate new ideas or new methods those routinely exposed to the situation overlooked.

(Source: *The Pryor Report*, December, 1989)

Coffee Costs*

Do your employees drink thousands of styrofoam cups of coffee a year? Would you like to lower the cost of this pick-me-up and reduce the usage of styrofoam cups (which are dangerous to the environment)?

At General Mills Inc., the average employee consumes 500 cups of coffee or tea a year while at work. That's 1,000,000 styrofoam cups each year! This means someone who buys two cups a day, spends about \$216 a year for coffee or tea in 12-ounce cups.

To reduce the amount employees pay for coffee or tea and reduce the usage of styrofoam cups, one General Mills location implemented a pilot program which included selling reusable cups for \$2 each in its employee store.

If employees bring their

QUICK TIPS

- Listen to your parents: Seven out of 10 super achievers in business say their parents had the most influence on their careers.

(Source: *The Wall Street Journal*, February 27, 1990)

- Eighteen percent of Americans are underweight.

(Source: *Vitality*, October, 1989)

- Do you have a personal financial plan? Almost one-third of those surveyed, don't spend any time on personal financial planning. Almost 30 percent dedicate less than four hours a month on such planning.

(Source: *USA Today*, February 8, 1990)

- Tuesday is the most productive day according to a recent survey of personnel directors.

(Source: *The Fact Finder*, January, 1990)

official General Mills reusable cups when purchasing coffee, tea or soda, they can purchase their drinks at a lower price—five cents less a cup—than they would if they bought it in a styrofoam cup.

Employees who purchase the reusable cups are personally responsible for cleaning and maintaining their cup. They can also personalize their cups to distinguish their cups from the others.

Only official cups will be honored where coffee, tea and soda are purchased

(Submitted by NESRA Past President Ralph Ferrara, manager of employee services, General Mills, Minneapolis, MN)

Recycle Cans

Over 10 million Americans regularly recycle aluminum cans, which, in 1989, earned them \$900 million.

(Source: *Wall Street Journal*, February 22, 1990)

Name and Date

Make it a practice to write the date next to your signature when you approve invoices for payment. When a bill does not get paid, refer to the

dates to determine where delays occurred during the accounts payable process.

(Source: *Forum*, January, 1990)

Wise ES&R Managers

You're probably asked several questions a day. Some questions may concern scheduled events, fitness/nutrition practices and a vast array of other concerns. While you probably answer the majority of them correctly, what do you do when you don't know the answer to a question? In an effort to appear knowledgeable, do you invent an answer? If so, you may be creating an unnecessarily uncomfortable situation.

It's impossible for you to know everything. When faced with a question you cannot immediately answer correctly, it is best to respond with an honest "I don't know," and then offer to find the answer and report it to whomever is inquiring.

It's not a good idea to pretend to know the answer for a few reasons:

- Someone who does know the answer may hear you giving an incorrect reply. This can harm your

credibility with that person and others who know the answer.

- You will appear much more professional speaking honestly than you will speaking doubtfully. Conviction and confidence will have a stronger effect on your presentation.
- If you continue to present incorrect answers, you will be missing opportunities to learn new things and to develop more confidence in your ability to serve people.

You must follow through. Research the question and present an answer to whomever is expecting it and you will maintain your reputation for being a wise ES&R manager.

(Source: *Communication Briefings*, January, 1990)

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Keynotes

Volume 20, No. 5

May 1990

"I believe each employee is a whole person. When management helps our employees and families pursue their physical, educational, cultural, service and recreational goals, this pays great dividends to our people, to our company and to our community."

*—NESRA 1990
Employer of the Year
John E. Fisher,
general chairman
and chief executive
officer of Nationwide
Insurance Company
in Columbus, Ohio*

Spice Up Award Presentations

Are you looking for new ways to spice up your service award events? Here are a few suggestions:

- Alter the time of your event. Consider having it in the morning, serving a continental breakfast or having it in the evening, serving hors d'oeuvres.
- If you have a few award recipients, give them special name tags and reserved seats to make them stand out in the crowd.
- Use visuals such as slides or videos shown on large screens to show an image of the winners, perhaps doing their jobs or enjoying their leisure time. If you have one recipient who has served the company for a long time, use a visual to show how the company has changed since the recipient began.
- Incorporate lighting and music into the actual

award presentations portion to create a dramatic, lively mood.

- Schedule entertainment—band, comedian, magician, pianist, violinist, etc.
- Ask a motivational speaker to inspire employees/volunteers to continue to strive toward success.
- Theme the event—and keep the theme a surprise. Make decorations, food and entertainment support the theme.

However you decide to enhance your recognition presentation, don't overdo it. When choosing the format for your award presentations, make decisions that will coincide with your company's corporate culture.

During the award ceremony, allow the evening's activities to flow at a brisk pace. Limit the number of awards to be presented and the number of times employees/

(Continued)

volunteers have to come on stage. Avoid having your CEO shake hands with a large number of people, it tends to resemble a mass production line.

If a large number of employees/volunteers will be recognized during the ceremony, have them all come on stage at once and receive one large round of applause. You may also refrain from presenting the award. Instead, recognize employees at this event and send them the award, or have a department manager present it within the department.

Most of all, do your best to convey your company's sincere appreciation for your employees/volunteers' service.

(Source: *Meeting News*, April, 1990)

Work and Play

Americans' attitudes toward work and leisure time have changed since 1975. In 1975, when asked what is more important, work or leisure time, 48 percent of respondents said work time is more important, 36 percent said leisure time is more important and 13 percent said work and leisure time

are equally important. However, in 1989, 41 percent said leisure time is more important than work time, 36 percent placed more value on work time and 20 percent said both work and play are equally important.

(Source: *USA Today*, March 7, 1990)

Encourage Quitting

Have all your employees stopped smoking? If not, continue efforts to help them become totally smoke free.

Besides severely restricting smoking on

company premises and during events held off-site, continue to encourage employees and their dependents to quit smoking. Here are a few suggestions:

- Reimburse employees and their dependents for successful completion of approved smoking cessation programs.
- Use a year-round communication program (i.e., company newsletters and bulletin boards) to encourage employees to quit smoking. Also use the local media to encourage the entire community to quit smoking.
- Financially assist a smoking clinic at a local hospital.

"We believe that management has a specific responsibility to employees to provide not only a financial base, but also physical, emotional and spiritual development. A paycheck, while important, can't do all of this."

—NESRA 1990 Employer of the Year John E. Fisher, general chairman and chief executive officer of Nationwide Insurance Company in Columbus, Ohio

- Donate money to the American Cancer Society and the American Lung Association to help them provide more public information materials.

(Source: *HR Magazine*, February, 1990)

Test Your Ideas

If you have an idea for a new program, promotion or product, evaluate the idea using SWOT—Strengths, Weaknesses, Opportunities and Threats.

Write these four words on a piece of paper and put your idea to the test:

Strengths. In one sentence or phrase, write the strengths of your idea. Approach this from as many viewpoints as possible including personal, professional and organizational. Also write the strengths of the idea itself.

Weaknesses. Be objective. Include all of the drawbacks of the concept.

Opportunities. Brainstorm. Try to come up with a list of possibilities your idea can offer. For example, with your idea as a centerpoint, think of other opportunities which can become byproducts of your

idea. Think of how your idea can grow.

Threats. Consider what outside forces, trends or personalities can have a negative impact on your plans. Also consider how you can overcome these obstacles.

Strengths and weaknesses address the potential of your idea. Opportunities and threats help you examine outside forces.

(Source: *The Chicago Society of Association Executives' Forum*, March, 1990)

Cool Down

Recent research reveals the anger-control strategy which produced the lowest blood pressure of all was "cool reflection." Those subjects who allowed their tempers to cool and then rationally discuss the situation were the ones who had the lowest blood pressure.

Those who anger easily tend to think of anger as a dispossession (as though someone has taken something from them). If this occurs to you, you need to figure out how you can regain your rights in these situations. You must recognize your feelings and

QUICK TIPS

- Public transportation ranks among the top 10 ways to meet a mate.

Source: *The Wall Street Journal*, March 2, 1990

- Individuals 65 and older account for 20 percent of all suicides.

Source: *Good Health Digest*, March, 1990

- For your next vacation, mix relaxation with exercise. Go on a bike tour, walking tour, hiking trip, etc. Find a way to integrate fitness with fun.

Source: *Vitality*, January, 1990

- Men and women react differently to termination: Men usually react with anger and women tend to take it personally.

Source: *Executive Fitness*, January, 1990

establish a strategy for reaching solutions.

To do this, follow these tips:

Become assertive, not aggressive. This will help you act productively rather than destructively.

Build your self-esteem. If you feel confident about yourself, you will be better equipped to buffer criticism and to avoid minor hassles.

Convey your feelings. Instead of accusing others for the situation, address situations in terms of how you feel. For example, say, "I was angry that you did not respond."

Focus on goals.

Concentrate on the problem you are trying to solve, rather than on your ego. Decide what you want to accomplish. Be objective rather than subjective.

Keep situations in perspective. Avoid making mountains out of molehills. Ask yourself, "What is the worst that can happen as a result of what I'm angry about?" Then, accept it.

Consider others' situations. Give your provokers the benefit of the doubt. Assume they've had a rough day.

Recognize your anger. Learn to identify your personal cues of mounting anger. Listen to the tone of

your voice and notice the tension in your shoulders. Then, calm down.

Develop a "cool down" practice. Count to 10, take a walk or listen to music. Find a soothing way to release your tension.

(Source: *Your Health & Fitness*, April/May, 1990)

Market Segmentation in Physical Fitness Activities

The "fitness market" is being divided into progressively smaller niches as mass activities like jogging lose popular appeal. Specialized fitness products and programs, in tune with consumers' growing penchant for individual expressions, are the wave of the future. Jogging may be down, but aerobics is up. Look for aerobics itself to become increasingly segmented: Nonimpact aerobics, aquatic aerobics.

The proliferation of specialty fitness programs will affect a wide variety of manufacturers. Products like rowing machines, stationary bicycles and cross-country ski machines will be in greater demand.

Also, further growth lies ahead for specialty athletic/exercise shoes and clothing.

(Reprinted with permission from Roper's *The Public Pulse*, Volume 2, No. 1, The Roper Organization, New York, NY)

Making Calls

When making phone calls, do you get frustrated when you reach someone's voice mail? While such systems seem cold and impersonal, they offer advantages to the caller.

They reduce human errors in translating and relating messages. They can also reduce telephone tag and annoying, but unavoidable, small talk many calls can generate.

(Source: *Focus*, Winter, 1990)

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Keynotes

Volume 20, No. 6

June 1990

Volunteer Orientation and Training

by Katheryn Heidrich, Ph.D.

ES&R managers can use orientation and training to simultaneously increase the likelihood of volunteer success and to increase the volunteer's feelings of satisfaction and accomplishment.

At the beginning of a volunteer's involvement, orientation meetings and a volunteer handbook are customary methods used to introduce a new volunteer to the this information:

- The philosophical and

conceptual foundation of employee services and recreation in the company,
• The actual content of the ES&R program,
• How the ES&R program is organized and governed,
• Policies and procedures,
• Bylaws or other rules of conduct,
• Benefits of volunteering and special privileges, and
• Identification of key people in the ES&R department.

Training normally is an ongoing part of the ES&R program, occurring at various times, as needed, throughout the year. Training can be used to serve the following purposes:

- To reinforce or introduce skills, knowledge and/or attitudes,
- To create quality control systems, ensuring the smooth implementation of ES&R programs,
- To introduce and manage program changes and/or major projects, and
- To outline procedures and communication patterns.

ES&R managers should not overlook the benefits derived from the "win/win" strategy of orientation and training. One of the benefits of these programs is that they become valuable motivational tools as they imply to volunteers,

(Continued)

"...While we think technology may hold all the answers, when it comes to an increase in productivity, people are still the key..."

—Former Secretary of Labor Ann McLaughlin, keynote speaker at The 49th Annual NESRA Conference and Exhibit, held at the Hyatt Regency, Crystal City in Arlington, Virginia.

"You are important to us. You count." Orientation and training programs help reduce volunteer turnover. Without a solid understanding of the organization, volunteers' places in it and how to perform their jobs well, volunteers may not be able to get the intrinsic rewards they expect from volunteering and will simply quit. Such programs also build greater rapport and teamwork and develop future leaders.

The ES&R program "wins" because it will be seen as a well-run department, and the individual volunteers "win" because they enjoy the satisfaction that comes from a job well done.

(Katheryn Heidrich, Ph.D. is president of CenterPoint Management, Inc. and author of the soon-to-be-released NESRA publication, "Working With Volunteers In Employee Services and Recreation Programs.")

Signing Liability Statement Is Not Enough

It's not enough for employees to sign a liability statement when using fitness facilities or when attending an event. Employees must read the liability statement, understand it and then, consciously sign it.

"In a very recent decision from the state of Washington, a health club member contended that a prospectively executed release was signed 'unwittingly' by him without his full knowledge and understanding of its legal effects."

In this case, *McCorkle vs. Hall*, 782 P. 2d 574 (Wash. App. 1989), the plaintiff joined the health club and, as part of his membership application, signed a liability statement. Later, when

using a body-inversion machine, he fell and was injured and filed suit against the club. He claimed the machinery was negligently maintained, which he claimed proximately caused his injuries.

The health club filed for a summary judgement on the basis that the liability release barred the member's suit. The trial court honored the club's motion, but, the member appealed. When the suit reached the Appellate Court, that court reversed the trial court's decision. "The Appellate Court found that it was a question of fact as to whether the plaintiff was a so-called 'unwitting signer' of the release and, if so, would then be relieved from the operation of its terms. The case went to a trial court for a jury to determine the outcome rather than summary of judgement.

"Participating in social and recreational activities with coworkers and their families fosters an attitude of team spirit and closeness important in today's work environment."

—Daniel M. Tellep, chairman of the board and chief executive officer of Lockheed Corporation, Calabasas, California, quote printed in NESRA's new publication, "Executive Viewpoints."

This is a fine example of why ES&R managers should take special effort to see that liability statements are not only carefully drawn up by legal professionals but that staff members verbally present the liability statement and insist employees immediately read it, understand it and consciously sign it. In their oral presentation of the statement's purpose and content, staff members should explain to employees, the statement releases the club from claims, including those caused by negligence, which have not yet arisen. If staff members follow this complete procedure, it will be difficult for anyone to say they "unwittingly" signed the release.

(Source: *Fitness Management*, May 1990)

Party Themes

Here are some theme suggestions to help you create exciting atmospheres at employee parties, picnics or meetings:

- A Royal Affair
- Alice in Wonderland
- Amateur Hour
- Baby Boomer Bash

- Barn Dance
- Beatles Forever
- Big Band Bash
- Cafe Jazz Night
- Caribbean Carnival
- Cinderella's Ball
- Classic Disco
- Cruise Ship Fun
- Elvis Tribute
- Gone With the Wind
- Haunted House
- Home Run Celebration
- Las Vegas Night
- M*A*S*H Bash
- Mardi Gras
- Masked Ball
- Movie Star Madness
- Murder Mystery Madness
- Rock-and-Roll Revival
- Rodeo Time
- Romance In the Park
- Shootout At The O.K. Corral
- Showboat
- Sock Hop
- South of the Boarder
- Summer Camp
- The Great Comedians
- The Orient Express
- The Wizard of Oz
- Treasure Hunt
- TV Classics
- USO Showtime
- Yuppie Celebration

For the theme to have the desired effect, every detail of the event must reflect the theme.

(List of themes reprinted courtesy of Van Nostrand Reinhold Publishers from the textbook "Special Events: The Art and Science of Celebration" by Jeff Joe Goldblatt)

QUICK TIPS

- If you try to remedy customers' complaints, 82.95 percent of them will stay with you.

Source: *Parks and Recreation*, May 1990

- Fifty-six percent of Americans are at their best in the morning.

Source: *Vitality*, May 1990

- Eighty-three percent of 1,744 adults surveyed said a person's mental attitude is very important in recovering from a serious illness.

Source: *USA Today*, June 4, 1990

- When making a slide or overhead presentation, avoid using the colors pink, orange and yellow. They are difficult to see from a distance.

Source: *Executive Edge*, June 1990

Be Yourself and Be A Success

In corporate America, can you really be yourself, express your identity and be successful? "Yes, but too many people bury their brilliance behind negative physical presence," says Debra Benton, president of Benton Management Resources.

Benton offers the following tips and notes that these adages may sound like old-fashioned advice, but in competitive business situations, they can make or break a career.

Be levelheaded. Hold your head level, chin even with the floor and ears balanced over your shoulders.

Look them in the eye. Try to watch the speaker's mouth while s/he is talking. When you pause to think of a response, look over his/her shoulder rather than letting your eyes rove up and down, and not maintaining that level-headed look.

Stand on your own two feet. Stand with your weight equally balanced, knees flexed, feet relaxed and arms held loosely at your sides so you're free to gesture while looking

grounded and youthful.

Rise to the occasion. Erect posture makes you look like a winner. Use your thigh, knee and leg muscles to slide forward in the chair, then stand straight up and stay balanced.

Controlling your physical presence is one way to control your success, says Benton.

(Reprinted, with permission, from Personnel Journal, March 1990, by Stephanie Lawrence, managing editor)

Spur Creativity

Spurring ES&R employees to generate new ideas for programs, promotions and services need not be difficult. First, tell them you welcome creativity. Then, use the following suggestions to encourage creativity:

- Direct employees' creativity. Focus on solving problems, encourage employees to think objectively. Employees should generate solutions which are not only new, but also feasible.
- Identify employees' motivations. They may not be motivated by traditional incentives such as money or titles. Instead, they may need to see their ideas

implemented and to receive positive recognition for their good ideas. They also expect to be paid according to their performance.

- Give employees quality time. Allow them to concentrate on a project without being interrupted or prematurely criticized.
- Inform them of their guidelines. Tell them the main objective of the project, budget restraints and deadlines.
- Recognize employees' creative contributions. Provide rewards based on what motivates them.

If you choose to promote creativity, be sure your department is flexible enough to implement some of your employees' ideas.

(Source: Nation's Business, March 1990)

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Keynotes

Volume 20, No. 7

July 1990

Wellness and Driving Safety

by: Dr. Arthur L. Conrad

It makes sense to incorporate driving safety into your wellness program, because a healthy lifestyle includes more than good fitness and nutrition practices; it also includes practicing safety. Regardless of how well your employees eat or exercise, they are still at risk of ill health if they practice poor driving skills.

In the time it takes to read this sentence, 34 auto accidents and one death will occur in the United States.

As a passenger on a plane, train or bus, we have limited control over our own safety—we lay our lives in the hands of others. However, when we slide behind the wheel of an automobile, the responsibility for safety rests solely on us.

Unfortunately, too many drivers are neglecting their responsibilities. National Safety Council statistics show that two-thirds of all traffic crashes result from driver errors. Most crashes are preventable. The most common errors occur when we intentionally disobey the rules. Avoidable injuries also occur when we don't wear our seatbelts. When driving, we need to wear our seatbelts and to be conscious of common driving errors.

The six errors which cause the most accidents are speeding, failing to yield, running stop signs, disobeying traffic signals, crossing the center line and passing improperly.

Speeding is the most deadly of all errors. It is often the result of schedule delays. People are late for meetings, work, or other appointments. Allow adequate time for your trip. Your chances of being in a serious accident double

(Continued)

"Program planning and processing consist of two skills, which, when combined, become the river of life to any service business. They are creativity and organization..."

—*Brian L. Seaward, Ph.D., and Anastasia Snelling M.S., R.D. as printed in "Essential Qualities of a Health Promotion Professional," published in Fitness Management, March, 1990.*



NESRA...dedicated to enhancing employee quality of life

every 10 m.p.h. you drive over 50.

Failing to yield causes accidents when drivers approach an intersection with a yield sign and accelerate because they don't think they see another vehicle coming. The correct way to approach a yield sign is to consider the likelihood that another vehicle will be there.

On approaching a yield sign, take your foot off the accelerator and cover the brake pedal. This reduces the reaction distance and slows your vehicle. It also allows you to stop sooner if another car is approaching the intersection.

Running a stop sign is another deadly maneuver. Instead of coming to a complete stop, some drivers slow down to a crawl and roll through the stop sign. The "rolling stop" is a traffic violation. Drivers should come to a complete stop, look left, right and left again for approaching traffic.

Disobeying traffic signals can be corrected by remembering what each light means, especially the yellow light. When a right turn is permitted on a red light, come to a complete stop and yield to

approaching traffic before turning.

Crossing the center line into oncoming traffic can cause head-on collisions. Avoid a head-on collision at any cost even if it means hitting a fixed object or something with a glancing blow.

Passing improperly is the last of these six driving errors. Before passing, every driver should ask him/herself the following questions: "Is the pass necessary?" "Is it legal?" and "Is it safe?" The basic rule with passing is, when in doubt, don't.

(Source: Dr. Arthur L. Conrad is director, Traffic Education and Safety Division, Circuit Court of Cook County First Municipal District. Conrad also serves as NESRA Education & Research Foundation Chairman)

Delegate Carefully

If you delegate a responsibility to the first available person to simply "get rid of" a problem, you may cause the recipient to resent you and to put less effort towards the project.

For best results, delegate projects carefully rather than dumping responsibility hastily.

Follow these tips:

- Be selective when choosing someone to complete a task. Make sure the person is reliable and his/her skills/interests match the task.
- Provide the authority and support for the person to complete the project.
- Agree on standards of

"Employee recreation has given opportunity for personal expression, individuality and recognition to the men and women at Motorola."

—Robert W. Galvin, chairman of the board, Motorola, Schaumburg, Illinois; quote printed in NESRA's new publication, "Executive Viewpoints."

performance and decide on checkpoints.

- Realize the risks involved in delegation and make provisions for them.
- Give the person space to work independently.
- Present recognition when deserved.
- Take action when things go awry.

Following these tips will not only ensure projects are completed on time but it will also increase employees' receptiveness to such responsibilities.

(Source: Dr. Roger Fritz, president, Roger Fritz & Associates, Naperville, Illinois, as printed in *Communication Briefings*, May 1990)

Attract/Retain Employees

Even though many organizations are aware of the predicted shortage of skilled labor, 75 percent of companies recently surveyed have not developed a plan to retain the workers they need most, reports *Personnel Journal*.

ES&R managers are in a position to help devise a plan to keep skilled employees and to draw new recruits. They can do

so by strategically marketing ES&R programs as an added incentive for recruits to join your company and for employees to remain with your company. There are several ways to do this.

You can develop quality promotional pieces introducing the ES&R department to potential employees and to reintroduce the department to current employees.

You can educate your company's recruiters about the ES&R department's offerings and motivate them to market these programs to candidates. If applicable, you may also request that a tour of the ES&R facilities be incorporated into the interviewing process for recruits. To re-attract present employees, hold a facility open house during lunchtime and design a promotion to encourage employees to attend.

Increase your company's visibility in the community as an organization with an ES&R program. When the community knows about your company and its programs, it gains recognition as a great place to work. More people will try to become part of your company. Also, when

QUICK TIPS

- Communication skills, intelligence and integrity are the top three ingredients for corporate success, according to a recent survey of senior level executives.

Source: *Lamalie Associates Inc.*, as printed in *Human Resource Executive*, May 1990

- What makes a good party? People, food and atmosphere are equally most important. Conversation and drinks follow in importance.

Source: *USA Today*, May 23, 1990

- When working a trade show, give delegates immediate attention. Most executives are only willing to wait one minute for a sales rep.

Source: *Executive Edge*, June, 1990

outsiders envy your employees for having these programs, your employees are more likely to be proud of the organization and less likely to leave it.

Repeatedly draw employees' and job candidates' attention to the fact that your company cares enough about them to offer ES&R programs while other companies do not.

If marketed effectively, your ES&R program can help your company attract skillful job candidates and retain valuable employees.

Learn To Counsel

Sometimes being an employee services and recreation manager requires servicing employees through counseling. In the course of a day, you may find yourself offering advice regarding wellness practices, career goals, personal problems and other topics.

However, counseling involves much more than giving advice.

"Counseling is empowering the client to take responsibility for his/her actions and to discover the inner strength

necessary to change his/her...behavior," according to G. Egan, author of *The Skilled Helper*. Doing this means building a relationship based on trust, openness, warmth and encouragement.

To serve employees better, develop these counseling skills:

- Listening, without passing judgement, to employees' needs and concerns.
- Explaining and illustrating background information, theoretical concepts and the importance of norms clearly. Then, be able to present this information so the employee will understand it.
- Motivating the employee to identify personal goals and to begin a strategy to accomplish them.
- Maintaining a bond of confidentiality with the employee regarding the nature of the discussion and, in some cases, assessment results.
- Developing a routine follow-up plan to monitor progress of the individual's achievements towards his/her goals.

Developing strong counseling skills can enhance your ES&R career.

(Source: *Fitness Management*, March, 1990)

Adventurous Vacations

Are you planning a vacation trip for your employees? If so, consider the results from a recent survey which asked 1,000 people, "What makes an adventurous vacation?" Thirty-seven percent said experiencing a different culture, 35 percent said meeting new people, 5 percent said an element of danger and 17 percent said none of the above.

Would your employees' idea of an adventurous trip agree with this? Perform a survey of your own to find out.

(Source: *USA Today*, June 6, 1990)

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Keynotes

Volume 20, No. 8

August 1990

A Children's Holiday Party

by Linda A. Greco

For the past 10 years at Levi Strauss & Co., San Francisco, CA, we have held our annual Family Holiday Party on the second Saturday in December. This onsite event is completely funded by Levi Strauss & Co. for our Levi's employees and their immediate families, about 500 children and 900 adults.

Our party consists of crafts, food, entertainment, Santa, gifts and more. From the minute a child comes through the front doors, it's party time! Each child receives a name tag and shopping bag for the goodies to be collected during the day. Santa gives each child a gift and we provide refreshments and entertainment. We may have strolling carollers, a 25-foot-stilt-

walking Christmas tree, Big Bird, life-size puppet show, magic show, fairy princesses and elves. The entertainment is booked through a local entertainment company that also custom-made four game booths for us.

Children can toss a bean bag into Santa's gift sack, throw rings to hook on Rudolph's antlers or throw a velcro™ "snowball" at a winter scene. Every winning toss receives a small stocking-stuffer gift.

We offer 8-10 different craft tables where children can make gifts for themselves and/or their families. The ages of the children range from three to 10 years old. With this age range, it is a challenge to offer crafts easy enough for the smaller kids, but interesting enough for the older ones. Because we have a diverse population, we try to tailor our crafts around different ethnic/religious backgrounds.

(Continued)

"For the first time in 15 years of posing the question, the Roper Organization finds 41 percent of adult Americans put leisure ahead of work as 'the important thing' in their lives; only 36 percent put work first."

—The Wall Street Journal, August 7, 1990



NESRA...dedicated to enhancing employee quality of life

Some of our craft tables, include Star of David mobiles and stencil T-shirt designs. Each craft is "pre-bagged" so that when a child steps up to the craft table, s/he is handed the makings for a craft, already partially assembled in a plastic bag. Volunteers help the children assemble their projects. We try to have a child complete each craft in about 15 minutes or less.

We use about 90 volunteers, a part-time department assistant and myself to run this party. In September, we distribute a flyer announcing the event and we request volunteers

"Your chances of success are directly proportional to the degree of pleasure you derive from what you do."

*—Michael Korda,
as printed in The
Hope Health
Letter, July 1990*

to work that day from 1 p.m. to 4 p.m. We also give volunteers the option of volunteering prior to the party to partially assemble crafts.

For more information on children's holiday parties, contact NESRA Headquarters. Also, look to the September issue of KEYNOTES for additional holiday party ideas for employees.

(Linda A. Greco, is full-time administrator of employee services, Levi Strauss & Co., San Francisco, CA)

"On the Move"

Nearly 1,400 corporations, companies and other employer groups had their employees "on the move" for the second annual National Employee Health and Fitness Day (NEHFD). Regardless of the weather, sunshine or rain, thousands of employees put on their sneakers and took to the streets walking, jogging or cycling over their lunch hour. Corporations from AT&T to Warner-Lambert celebrated the importance of fitness and healthy workers on Wednesday, May 16, 1990. Both federal and state employees across

the country held activities at their respective sites. Federal Fitness Day, a day to promote federal employee fitness programs, was rescheduled to coincide with NEHFD. Hundreds of federal employees took part in Washington, D.C. alone. The U.S. Senate also got into the spirit of the day with many of the senators and their staffers exercising on Capitol Hill.

The purpose of this event, corporately sponsored by Allstate Life Insurance Company and presented by the National Association of Governors' Councils on Physical Fitness and Sports (NAGCPFS) and the Association for Fitness in Business (AFB), is to encourage employers to look seriously at initiating long-term health and fitness programs. "This day focuses on fitness programs that have immediate and long-term benefits to both employees and employers," says Louis G. Lower II, president of Allstate Life.

Studies have shown employees involved in fitness programs have lower turnover rates, lower absenteeism (between one to four fewer sick days a year than nonparticipants), lower health care costs

(saving their companies from \$100 to \$1,000 per year per employee) and fewer hospital and rehabilitation days after an injury.

"Employee fitness programs may provide the control for the alarming rate of increase of employee health care costs," stated Lauve Metcalfe, 1990 president of AFB. "Companies are turning to fitness and wellness programs as the long-range solution to this problem. It may not be the 'quick fix' some managers are looking for, but all agree it makes more sense to prevent illness than to spend money on health care bills that arise without such programs in place."

How did your organization celebrate the second annual National Employee Health and Fitness Day? How does your organization plan to celebrate the third annual NEHFD, scheduled for Wednesday, May 15, 1991? Write to NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154, to describe your celebration. We would like to print your response in a future "Health Promotion

Update" in *Employee Services Management*.

(Source: *National Association of Governors' Councils on Physical Fitness & Sports*)

Manage Your Career

Instead of passively allowing your career to "fall where it may," take an active role to direct it towards success. Here are "12 Ways to Manage Your Career:"

1. Establish positive work relationships with those around you. It's up to you to take the initiative.
2. Know your organization's goals and purposes, so you can help achieve them.
3. Build a network of constructive, successful people in your workplace and communicate with them frequently.
4. Build your relationship with your boss on genuine mutual interests, abilities and goals.
5. Establish a reputation for reliability by completing assignments well and on time.
6. Record and communicate your contributions and

(Continued)

QUICK TIPS

- Hotel reservations can cost less if you make them by calling the hotel directly rather than calling a toll-free number.

(Source: *Executive Edge*, July, 1990)

- Eleven percent of American adults buy take-out food each day.

(Source: *Vitality*, October, 1989)

- Why don't some people recycle? A recent national survey of 1,000 adults, reveals two top reasons are because it involves too much time (30 percent) and because they don't care (19 percent).

(Source: *USA Today*, June 26, 1990)

- Instead of being against a coworker's idea, suggest a new idea.

(Source: *HResource*, January, 1990)

achievements. They are the building blocks of your career.

7. Recognize the contributions of others.
8. Never present a problem without suggesting a constructive solution.

9. Your greatest strengths are your passport to career fulfillment. Practice them, build on them and plan your career around them.

10. Continue to build and maintain your Career Contact Network.

11. Continue your personal and professional growth. Never be without a goal.

12. Remember: There is always a Next Step!

(“12 Ways to Manage Your Career,” reprinted with permission from The Right Research™ Research Report No.3, published by The Right Associates)

Valuable Laughs

Making your employees laugh at work can enhance your department's productivity.

New research reveals that employees who laugh or at least view their job as having elements of fun in it perform well at work. A survey of 341 employees in a variety of occupations found that regardless of the job, those who felt they had

fun at work “were generally more productive and better performers than workers who were equally satisfied in their jobs, but didn't necessarily see them as fun.”

Researchers concluded that “employers who had the most fun at work were the most highly motivated workers.”

More employers are recognizing the value of integrating humor with work. Some of the traditionally conservative large corporations are hiring “humor” consultants to teach effective uses of humor in the workplace. Incorporating fun in the workplace may be much easier than seeking outside help. You may break the routine of the day simply by stepping out of your role occasionally or by doing something unexpected. ES&R managers can also promote a lively workplace by incorporating a sense of humor into their own personalities.

Be aware, however, that fun and games do not replace the necessities of a good working relationship with your employees. Managers should express genuine respect and care for their employees by asking about their family, outside interests and ideas.

Each day managers should be honest and upfront with employees by communicating expectations and standards—and telling them when they aren't being met. Give employees your undivided attention when you meet them. Treat employees as you would like to be treated.

(Source: Executive Edge, May 1990, Vol. 21, No. 5)

Effective Memos

Write effective memos by making sure each memo answers these questions:

- What are the facts?
- What do they mean?
- What do we do now?

(Source: Communication Briefings, Vol. 8, No. 2)

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Keynotes

Volume 20, No. 9

September 1990

Marrow Donor Program

If your organization has a blood donor program, consider extending it by implementing a Bone Marrow Donor Program.

The National Marrow Donor Program (NMDP) is a national registry of volunteers willing to serve as donors if they are "matched" with a stranger needing a marrow transplant. It is also a research organization studying the efficacy of marrow transplants and related treatments. NMDP is funded in part by Congress through the National Heart, Lung and Blood Institute (part of the

National Institutes of Health). This group also solicits charitable contributions for assistance in typing volunteers and other recruitment efforts.

As of the middle of April, 1990, over 100,000 people have volunteered and are included in the registry. At the end of March, 1990, NMDP facilitated 320 transplants, half of them for people under the age of 25.

Recently some corporations have implemented a Marrow Donor Program and have begun recruiting volunteers among its employees.

General Mills is one of two companies nationwide to undertake an employee marrow donor program.

General Mills is setting up a pilot program. This program begins by holding informational sessions for interested employees to explain what bone marrow is, its uses, the extent of the need and what is involved for potential donors.

Volunteering to be a donor is not for everyone because of the time commitment (about 40 hours in all, including counseling sessions, a complete physical and the approximate 24-hour hospital stay) and the need to use anesthesia when aspirating the marrow from the back of the pelvic bone. The discomfort felt after the donation has not

(Continued)

"The first basic ingredient of leadership is a guiding vision."

—Warren Bennis of the University of Southern California, as printed in Future Survey, January, 1990

been a major issue with donors. For a few days, there's a soreness described as similar to the feeling after falling on ice. Your organization can help NMDP in several ways:

- Recruit donors.
- Provide volunteers to help answer phones or mail at your local NMDP office.
- Work through one of NMDP's recruitment organizations to "adopt" a family of a patient which is sponsoring a recruitment drive. Provide posters, brochures and other supplies for the drive.

These are just a few ways your organization can extend its blood donor

"Don't worry about failure. Worry about the chances you miss when you don't even try."

—Author
Unknown, printed
in *The Hope Health Letter*,
June, 1990

program to include recruiting bone marrow donors.

For more information, contact the National Marrow Donor Program, 100 S. Robert St., St. Paul, MN 55107, (800) 526-7809.

(Sources: *National Marrow Donor Program*, "Ten Common Questions About the National Marrow Donor Program" and *NESRA Past President Ralph J. Ferraro, manager of employee services, General Mills, Minneapolis, MN*)

Christmas Activities

While planning your organization's Christmas activities, consider a variety of celebration options. Take into account your corporate culture and the special needs and interests of your employees. Then, organize an event that will spread holiday cheer throughout your organization. Here are some different types of holiday activities:

- A Christmas version of a T.V. game show played by employees
- Administrators serve employees refreshments/dinner
- Celebrity singer or entertainer
- Children's play

- Christmas choir concert
- Christmas cookie bake sale
- Christmas caroling
- Company luncheon
- Dance contest
- Departmental decorating contest
- Dinner and overnight accommodations
- Dinner cruise
- Donation of food and gifts to the needy
- Employee talent show
- Hypnotist show in which employees participate
- International menus and decorations
- Lip sync contest
- Mini-circus
- Night party for night staff
- Open house
- Play production, acted by top management or a variety of employees
- Santa's breakfast with children
- Social hour at president's home
- Video presentation of the year's company events
- Week-long musical events

You might like to survey your employees to find out what type of traditions they would like to begin or continue sharing with their coworkers.

(Source: *NESRA Christmas Party Survey Results*)

Mistakes as Milestones

Have you ever found yourself dwelling on a mistake you've made? Can you forgive yourself for blunders, regardless of how significant they seem? If you have trouble dealing with your mistakes, try these tips for handling them:

Accept them. Everyone makes mistakes—that is, everyone who does something. The only way to avoid them is to do nothing.

Accept responsibility for them. Regardless of whether others influenced your action, it was ultimately your decision.

Release them emotionally. Dwelling on mistakes requires energy. Direct your energy away from mistakes and toward positive thoughts and actions.

Learn from them. Ask yourself why you chose that particular action. How could you have acted differently? Consider all the alternatives, then choose the most effective action and plan to implement it the next time the situation arises.

Laugh at them. This

will help release unnecessary stress.

Remember your mistakes. They can help you be more understanding when others fall short of your expectations. If you can forgive yourself for your mistakes, you should learn to forgive others for theirs as well.

(Source: *Communication Briefings*, July, 1990)

Mommy Tracking

Taking a break from work to raise a family "doesn't appear to have had a major impact on final earning" of women who graduated from college 45 years ago, says one Washington lawyer who surveyed her classmates. After examining the experiences of 75 classmates (one-third of the class) from the Barnard College Class of 1945, she found, "Those within a given occupation tended to end up in the same bracket whether or not they had taken time off for children."

Almost all of the respondents married and had children and took 10-15 years off of their full-time job to either stay home or

QUICK TIPS

- A Charlotte, NC company is encouraging its 30,000 employees to help schools by allowing workers up to two hours paid time a week for things like tutoring, coaching or PTA activity.

(Source: *The Wall Street Journal*, August 7, 1990)

- Make the most out of your paychecks. Deposit them as quickly as possible to immediately begin gaining interest on them.

(Source: *Parade*, as printed in *Vitality*, July, 1990)

- Call a second-look meeting when you're uncomfortable with how a first decision was made.

(Source: *The Pryor Report*, December, 1989)

(Continued)

work part-time while their children were young. Of the 11 earning more than \$50,000 a year, seven had taken substantial breaks, as did most women earning \$25,000-\$50,000 a year.

Among these women, only 5 percent wished they had returned to their careers earlier. One regretted the break.

(Source: *The Wall Street Journal*, May 16, 1990)

Invite Wildlife

Help your organization improve its natural environment and enhance its community relations by turning your organization's real estate holdings into natural settings for wildlife.

Corporations own about 25 percent of the land contained in the adjoining 48 states. Among this real estate are lands bought as buffers around company facilities for safety or security in anticipation of future plant expansion. If your organization is purchasing new land, it may simply allow wildlife to continue living as it has. However, companies already owning land found it only took a few alterations at minimal expense to create an

improved habitat. These improved habitats hosted deer, small mammals, songbirds, raptors and fish. Companies found these habitats not only improved wildlife, but also enhanced the company's community relations.

Some NESRA companies have already taken an active role to preserve or restore natural habitats. For example, Xerox Corporation in Leesburg, Virginia, preserved the wildlife surrounding its offices as it allows deer, birds, and reptiles to thrive on the land. The Fermilab in Batavia, Illinois has restored some of its land to its natural prairie state to the extent of bringing bison to the land. While bison were purchased for nearly the first 10 years of the program, since 1978, all increases in herd size have been through reproduction. As of June, 1990, Fermilab has a herd of 120 bison. The prairie land is also home to over 100 native white-tailed deer, four colonies of beaver, a few coyote and other animals.

While bringing bison to your site may be a bit extreme, small projects can have positive results. DuPont attracted a variety of butterflies and birds,

including bluebirds, to an office park near Wilmington, Delaware by adding bluebird boxes, cardinal flowers, coneflowers and sunflowers. Local school children and company employees helped establish this natural setting. DuPont was surprised to discover the project also increased employee morale. "Wildlife management makes people feel good about where they work," says one DuPont manager.

(Source: *National Geographic Magazine*, July, 1990 and "Fermilab Bison Program Fact Sheet" and Fermilab "Did You Know" fact sheet)

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Internship Program Survey

NESRA maintains a listing of member companies which offer a student internship program in recreation, employee services and health promotion. The listing is sent to student members upon request.

If you have a student internship program and wish to be included on our updated list, please fill out the survey below and send to NESRA by October 1. On our list, only your company name, address, contact person and phone number will appear. All other information provided will be used by NESRA to become more familiar with your internship program.

1. How long have you had a student internship program? _____

2. Of the following seven items, which do you consider important when choosing an intern? (Please rank in order of importance - 1 = most important, 7 = least important.)

Employment history as it relates to profession _____

Volunteer experience as it relates to profession _____

Student's career goals _____

Current grades _____

School attended _____

Where student lives _____

Length of availability _____

3. What is your minimum requirement for length of internship? _____

4. What are the basic requirements a college/university places on you as an organization offering an internship program? _____

5. What is the average length of training time with the intern? _____

6.a. Do you feel your program benefits by having an intern? Yes _____ No _____

b. If yes, why? _____

c. If no, why? _____

7. List major areas of intern's responsibility _____

8.a. Do you pay your interns? Yes _____ No _____

b. If yes, what form of payment is given?

Hourly rate	_____	Amount	\$ _____
Weekly rate	_____	Amount	\$ _____
Monthly rate	_____	Amount	\$ _____
Other	_____	Amount	\$ _____

9.a. Do you provide housing assistance for your interns? Yes _____ No _____

b. If yes, what type of assistance? _____

Additional comments regarding your internship program _____

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone _____

Please return completed survey to NESRA, 2400 S. Downing Avenue, Westchester, IL 60154, by October 1, 1990.

Keynotes

Volume 20, No. 10

October 1990

Program Evaluation

Effective evaluation can help justify your program. It will also help you revise and improve it to better serve employees.

The key to effective program evaluation is to define the goals and objectives you want or need to achieve with the program. It is not enough to say you want an activity to succeed. Define what the success of this particular program will mean and then you can determine your criteria for evaluation.

Is success for this program defined in terms of number of participants? If it is, then have in mind (or on paper) the number you need to meet that goal. Then, promote the program sufficiently.

Does success mean your program should meet some financial goals? Do you want to meet, come under budget or make a profit; if

so, how much profit? How will you do so?

Is quality of experience a measure of success for your program? Do you want your participants to have a good time or learn something? Plan to create an atmosphere conducive to your desired results.

Two ways to evaluate the quality of an event or program are through observation or survey.

Observation: It is certainly satisfying to see your people respond favorably to your program or activity, but how will you report these responses? If you intend to tell

management everyone had a good time, will that satisfy them? How could you tell your participants were enjoying themselves?

When writing a report, be specific. For example, did you see people laughing, talking or actively participating in the activity? Sometimes you may be complimented by participants; more often a measure of success is an absence of complaints.

Survey: If you choose to survey, either verbally or with a form, guide participants through a thorough evaluation of the

(Continued)

**"View stress as an energizer.
Consider each new demand as a
challenge, no matter how forbidding
it may seem."**

*—Don R. Powell, Ph.D. and the American
Institute for Preventative Medicine, A Year of
Health Hints, 1990, Rodale Press*



NESRA...dedicated to enhancing employee quality of life

event/program. Ask specific questions such as, "Did the speaker give you enough information?" "Can you use the information presented?" "Would you recommend this speaker for future programs?" and "Did the speaker hold your attention?"

These questions can help participants formulate

specific comments. A question about speech content could lead to a comment about additional information needed.

When designing a survey, make it easy for participants to complete and easy for you to tabulate.

Effective program evaluation can be achieved

by determining program goals, planning to meet these goals, developing measurement devices and defining success.

(Material extracted from a July 1, 1985 submission by Rebecca Gregory, CESRA)

Tackle the Problem

Have you found yourself procrastinating on a particular project? Almost everyone has been in this situation before. However, when procrastination becomes the norm rather than the exception, you need to act quickly to eliminate this bad habit.

Procrastination is usually the result of self-doubt, fear of failure, poor problem-solving skills or indecisiveness. When procrastinators have extra time, they tend to misuse it worrying about the projects they haven't begun or developing lame excuses to tell their bosses.

If this sounds familiar, it's time to tackle the procrastination problem for good. To do so, use these six strategies:

Develop a short-term goal. Focus on a specific

(Continued)

Benefit from Criticism

"Winston Churchill, Jesus Christ, Susan Anthony, Mahatma Gandhi, Florence Nightingale, Abraham Lincoln and Albert Schweitzer all faced criticism throughout their careers. Therefore, even the most popular, competent and well-intended human resources professionals can expect periodic negative feedback..."

"The ability to profit from criticism is fundamental to any manager's success. In fact, a recent nationwide survey of managers who were considered outstanding leaders found they shared one trait: The capacity to receive and capitalize on criticism."

—Walter D. St. John, Ed.D., "Profit From Criticism" as printed in *Personnel Journal*, July, 1990

task in a measurable way. Reaching this goal will help break habitual behavior, build self-esteem and offer the rewarding feelings of satisfaction and pride.

Get organized. Decide what you need to complete the task. Collect all the materials and organize them. You'll work much faster and smoother this way, rather than having to stop to look for certain materials.

Prepare a schedule. Devote a specific time to work on the project. Stop waiting for inspiration to overwhelm you.

Get started. Sometimes getting started is the most difficult for a procrastinator. Begin the project at any point you feel most comfortable. Once you get started, you may find it very easy to keep going!

Be realistic. Are you handling a job that one person can complete or does the task require several people? Establish priorities and direct your energy to the high priority tasks. If you need help ask for it.

Reward yourself. After completing a particularly difficult step, reward yourself with a break and maybe a treat. It's

important to take breaks before reaching the burnout point.

Once you've controlled procrastination, you'll enjoy working toward higher achievements.

(Source: *HResource*, April, 1990)

Banquet Planning Calendar

Here's a calendar to guide you through planning your next banquet:

As soon as possible:
Set date for banquet.
Develop budget. Select site.

Eight to six months ahead: Arrange for keynote speaker/presenter. Arrange for other music/entertainment. Outline the event; inform appropriate participants. Contract for photographer/other technicians.

Four months ahead:
Select type of awards or similar premium items. Choose menu, finalize food and beverage contracts. Arrange room and A/V setup. Order flowers.

Three months ahead:
Confirm all program participants by phone. Review final plan with all participants. Design/produce invitations, program books, etc.

(Continued)

QUICK TIPS

- Physical activity levels in men aged 30 to 70 have significantly risen since 1970. Cycling, running and housework predominantly contributed to the increase.

Source: *University of California, Berkeley Wellness Letter*, March, 1990

- Sixty-three percent of Americans prefer to hear the bad news first; 37 percent ask to hear the good news first.

Source: *Phillip Morris Magazine*, September-October, 1990

- On a typical day, U.S. employers experience a 2 to 4 percent absenteeism rate which, according to the U.S. Department of Labor, costs business \$30 billion each year.

Source: *The Fact Finder*, May, 1990

Two months ahead:
Set any publicity plan into motion. Mail invitations with response mechanism. Schedule a rehearsal, if necessary and notify all participants.

Three weeks ahead:
Confirm special request music/fanfare with music directors/talent. Complete engraving on awards, printing on banners or other signs and necessary tickets.

One week ahead:
Confirm valet parking/coatroom. Order special dietary plates. Meet with catering staff to coordinate plans for reception/meal service.

Day before: Walk through rehearsal with participants/technicians. Go through all details again.

(Source: *Employee Services Management*, July, 1987)

A Fine Line

If you're striving for the top of the corporate ladder, be careful. Recent research reveals executives must work 53 hours a week to earn a promotion, but they burn out at 62 hours a week.

(Source: *The Wall Street Journal*, April 24, 1990)

Don't Antagonize Your Employees

by Charles Dickson, Ph.D.

On occasion, we all antagonize those we work with. This occurs when we unintentionally overlook the sensitivity of our coworkers. Here are some ways to avoid hurt feelings in the office:

- Don't be so preoccupied with your own concerns that you don't take time to offer a friendly "hello" to employees.
- Don't be so busy that you cannot find time to talk informally with others.
- When employees approach you, give them your undivided attention. Don't make employees wait while you are making phone calls.
- Route employee paperwork as quickly as possible. Avoid holding it for an unnecessarily long time on your desk.
- Don't put off discussing an employee evaluation when you know s/he is anxious to hear from you.
- Compliment each of your employees. It does wonders for motivation.
- Praise employees when you see good work.
- Criticize employees, only if absolutely necessary, in

private, never within earshot of others.

- Realize you are capable of an error. Admit when you make a mistake.
- If an employee questions a certain procedure, explain the reason rather than just saying, "That's policy."

If you find yourself doing at least seven of these consistently, you're probably a good supervisor. If about half of them, you're on the right track, but need improvement. If less than half, you need to check up on yourself and start focusing on the positive aspects of the working environment. Failure to do so can result in demoralizing your entire operation.

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Keynotes

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November 1990

Responsible Hosting Checklist

Will you be serving alcohol at your company's holiday party? Whether you're working with a hotel or convention center or managing a responsible hosting event yourself, here are some tips to avoid tipsy guests:

1. Do your planning well ahead of time. Decide on nonalcoholic recipes and whether alcohol will be served.
2. Check out the facilities. Make sure the room is comfortably arranged but not divided into "alcohol" and "no alcohol" sections.
3. Make sure your guests

know there are nonalcoholic drinks available. If you need posters, banners or other materials, contact the Minnesota Prevention Resource Center at (612) 427-5310.

4. Make arrangements for an activity or some form of entertainment so drinking is not the focus of the event.
5. Provide high protein, nonsalty snacks for your guests.
6. Talk with the bartender(s) ahead of time to make sure nonalcoholic drinks are attractively prepared. If alcohol is being served, make sure they do not mix doubles or serve extra alcohol. For "self-

serve" bars, the Minnesota Prevention Resource Center has "bottle talkers" available, printed collars with nonalcoholic recipes which fit over the necks of mixes and ingredients.

7. Arrange alternative transportation or, if necessary, lodging for intoxicated guests.
8. Finally, have someone in a position of responsibility on hand at the event to ensure there are no problems.

Remember they're your guests and you can be held liable for their intoxicated behavior.

(Article reprinted with permission from The Minnesota Prevention Resource Center, 2829 Verndale Ave., Anoka, MN 55303, (612) 427-5310)

"Wise people will make more opportunities than they find."

*—Francis Bacon, as printed in Laughter Works...The Newsletter,
June, 1990*



NESRA...dedicated to enhancing employee quality of life

Promoting the Three "R's"

Offering employees basic skills training in reading, writing or simple computation is not enough. ES&R managers also need to encourage employees to participate in these programs and make them feel comfortable doing so.

Whether the program is voluntary or mandatory, the most important element of a successful recruitment campaign is to convey sensitivity and respect for your potential learners.

Follow these tips to have a successful basic skills training program:

- Assure employees their jobs are not threatened and

that the program is offered to them because they are valued employees.

- Use positive methods, language or attitudes to encourage employees to participate and to learn. Avoid exposing employees' problems needlessly. Give special attention to the program's name. Instead of calling it "Remedial Reading," call it "New Age Learning" or some other upbeat name.

- Maintain confidentiality in employee schooling and achievement records. This will build mutual trust, which is more conducive to learning.

- Provide tangible incentives for participating. Allow employees to take the whole class or part of it during company time and

give them the convenience of participating on site. Offer the prospect of promotion. (To be effective, this must include posting job openings, making requirements known and informing everyone involved of the policy.)

There are several ways to recruit learners from word-of-mouth through supervisors and co-workers, company-wide orientations, posters, newsletters, paycheck stuffers, etc. Always remember, they are valued employees and they deserve respect.

(Source: Article appeared in 1990 SHRM/CCH Survey, published by the Society of Human Resources Management as reprinted from the BCEB Bulletin, Business Council for Effective Literacy)

Enticing Ads

Old Chinese Proverb

"If you want to be happy for an hour, take a nap.
If you want to be happy for a day, go fishing.
If you want to be happy for a week, take a trip.
If you want to be happy for a month, get married.
If you want to be happy for a year, inherit money.
If you want to be happy for a lifetime, serve others."

—*Looking Forward, Fall, 1990*

When you're designing promotional pieces for one of your ES&R programs, you may wish to put yourself in an advertiser's frame of mind. You want to attract people to your piece and get them to participate in or "buy" your program.

Use these guidelines for effective ads when you design posters, flyers or other promotional pieces:

- Choose a specific topic.

Then, focus your appeal on a specific audience. Your copy should channel or direct an existing need among readers, not create a new one.

- Lure readers. Use catchy headlines to command attention. Promise information, then lead those it affects to your program to get it.
- Use visual images. A photo or drawing can illustrate the headline and draw attention to it.
- Support the headline. The lead paragraph and the copy body should provide more information about the headline.
- Make it attractive. Give attention to layout. The layout should engage the eye, draw it to a visual focus and lead it to easy-to-read information.
- Keep it simple. Write copy clearly and simply in a conversational tone.
- Avoid generalities. Use selective facts to specifically reinforce your message.
- Request action. Decide what you want employees to do. Ask them to do it and tell them how to do it easily.

(Source: Robert Bly, *Executive Business Magazine*. As printed in *Communication Briefings*, October, 1990)

Shopping for Audio/Visual Needs

Did you know you can negotiate your meeting's audio/visual needs to get the best prices? After checking out the in-house supplier's audio/visual (A/V) equipment offerings, shop around to its competitors to compare prices. Once you find a great price, take the quote back to the supplier you would most like to work with and ask him/her to meet or beat this low price. S/he usually can.

Many hotels have exclusive contracts with A/V companies. The "in-house" A/V company usually offers the hotel lower rates in exchange for the hotel promoting their services. However, you are hardly ever railroaded into working with one company. There are many A/V companies to choose from.

When comparison shopping, read the fine print of every contract before signing it. Also, evaluate other factors besides price:

Labor: Outside suppliers tend to present you with a low rental fee but they neglect to say you

Quick Tips

- The National Association of Suggestion Systems (NASS) estimates employee suggestions saved American businesses \$2 billion last year.

(Source: *Crain's Chicago Business*, September 24, 1990)

- Twenty-two percent of 200 Fortune 500 and large private companies say they teach employees reading, 40 percent teach writing and 31 percent offer training in computation.

(Source: *EAP Magazine*, April, 1990)

- To avoid glare on computer screens: Prop monitor on an empty one- to two-inch loose-leaf binder with the fatter portion of the binder facing you.

(Source: *Communication Briefings*, April, 1990)

will be charged for labor and setup. Become familiar with the job descriptions of everyone involved in your event. Sometimes union regulations may require you to hire a technician at an hourly rate to flip tapes for a tape recorder.

Hidden Charges: Ask the supplier if s/he charges for extension cords, extra slide carousels and extra lenses for the 35-mm slide projector. Make sure the price is all-inclusive and ask for an itemized quote.

Service: Will there be someone on-hand to fix any malfunctions of the equipment, should they happen in the evening? An in-house supplier will usually have a technician on call 24-hours a day, while an outside company will charge extra for the labor. Remember all equipment is not created or maintained equally. Always check references and inspect the equipment before signing a contract.

Weekly rates: If you need the same equipment in the same rooms all week, you should pay a weekly rather than daily rate. This requires less labor for fewer setups. Does your quote reflect this?

If your requirements are minimal, it does not always

pay to shop around. You can rarely go wrong using the in-house company.

(Source: *Meeting Planners*, September, 1990)

Holiday Treats

During the next couple months, families will be gathering to celebrate the holidays with feasts of fantastic food and drink. However, overindulging in the celebration feasts can lead to unwanted weight gain lasting far beyond the holidays.

You can celebrate the holidays and still stay fit. When you are overwhelmed by the vast array of food before you, carefully choose which foods your body will enjoy now and later.

Here are some tips for maintaining control over your eating habits during the holidays:

- Avoid skipping meals before going to parties. You'll be starving and less selective of what you eat.
- Eat before you drink. Alcohol and sweet punches make your body feel hungrier than it really is. Alcohol will lower your willpower before you realize it.
- Allow yourself a half-portion of an absolutely

irresistible treat. Then, eat it slowly.

- Exercise. If people are dancing, playing games or going for walks, join in the fun! Any activity which causes you to breathe heavy and use oxygen will help you burn fat.

- Compensate for a few treats. If you have one high-calorie treat, be sure all your other meals that day are low-calorie. It's okay to give yourself a treat, as long as you compensate for it. Making yourself feel deprived can lead to binging which causes more weight gain.

Eating healthy during the holidays will make you feel better about yourself!

(Source: *Employee Health & Fitness*, November, 1990)

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Keynotes

Volume 20, No. 12

December 1990

10 Resolutions for a More Vital Outlook on Life

1. Put your family first.
2. Schedule free time each weekend.
3. Try not to bring work home from the office.
4. Exercise regularly.
5. Don't spend every evening in front of the TV.
6. Give to charity.

7. Spend your leisure time doing things you enjoy.
8. Read a book or newspaper with your kids.
9. Don't worry.
10. Have a positive attitude.

(Source: Personal Vitality, January, 1990 as printed in Management Strategy, Summer 1990)

"People who can find fun in even the most tedious chores are likely to be surrounded by volunteers."

—Katheryn Wiedman Heidrich, as printed in NESRA's newly released publication, "Working with Volunteers"

history as it relates to the profession and volunteer experience as it relates to the profession.

The average length of an internship is 11 weeks.

All interns are required to complete a major project designed jointly by the college and the company. The major areas of interns' responsibilities fall into these categories:

- Administrative: Filing, phone correspondence, mailing, and data entry.
- ES&R: Assisting in planning and implementing employee recreation programs, implementing surveys, coordinating courses and noontime seminars, coordinating membership, maintaining facilities, administering fitness evaluations and exercise prescriptions.
- Employee Store: Monitoring daily activities of employee store.
- General: Rotating among ES&R departments,

Internship Survey Results

by Susan Briskin

In September, 1990, NESRA Headquarters surveyed member companies currently offering student internship programs. Here is a summary of the mini-survey results:

Intern Qualifications/ Responsibilities

The three most important factors when choosing an intern are the student's career goals, employment



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understanding the "big picture" of operating an ES&R department, actively contributing to the department's success.

- Public Relations: Writing articles for company papers and press releases.

Company Responsibilities

Colleges and universities require member companies to:

"...ES&R departments can position themselves for future prosperity by providing meaningful programs and services to employees and documenting the program outcomes for management."

—James A. Busser, as printed in NESRA's newly released publication, "Programming for Employee Services and Recreation."

- Monitor and instruct the intern.
- Meet with instructors.
- Perform written and oral student evaluations (at midterm and at term end).
- Assign short and long-term projects, grade and evaluate them.
- Provide a variety of experiences.
- Provide supervision, maintain communication with advisor and provide an experience that complements the student's education.

Benefits to the Company

Member companies have had an internship program an average of six years and they said it is a positive experience for the company. Their programs benefitted by having interns because:

- Interns enabled them to provide more services to their employees.
- Interns can be a source for potential employees.
- Interns, while gaining work experience, add fresh perspective and enthusiasm to projects.

Interns' Pay

Out of the 52 percent of companies that offer interns some form of payment, the following percentages pay these

rates:

- 46 percent, hourly rates (average \$5.62).
- 11 percent, weekly rates (average \$170).
- 8 percent, monthly rates (average \$232).
- 35 percent, other: Mileage, grant, stipend (average \$500), or free lunch.

Fourteen percent provide some form of housing assistance ranging from providing a listing of available housing, to rooms in employees' homes for low rent, to a completely furnished apartment with television, to paid rent, utilities and local phone bills.

Pre-Party Jitters

Forty-five percent of people entertain in their homes at least twice a month. Hosts experience anxiety over these top three concerns: Getting ready on time (36 percent), guests enjoying themselves (32 percent) and having enough food and drink (26 percent), according to *USA Today*, September, 18, 1990.

Identify what makes you nervous before a company event. Then, develop a strategy to head off potential problems. For

example, if you're worried about having enough food, require R.S.V.P.s from those you invite, then order a little extra. Know how you will implement a backup plan, should your initial plan fail. Employees will enjoy themselves when you are calm, organized and sociable.

Hiring Security

For company off-site special events such as large picnics, holiday parties and other events, you may need to hire security guards to regulate admittance, protect merchandise/equipment and restrain improper behavior.

When evaluating security agencies, consider their reputation, experience, service and price. Then, interview one or two of the strong local companies for comparison. Here are a few important questions to ask:

- How many security guards can the company provide?
- Has the company handled an event your size before?
- Have they worked well with your selected facility in the past?
- What are their screening techniques for hiring their

personnel?

- What type of expertise does their personnel offer?
- Do they have designated uniforms?

Call the local police department for any information they might offer on these companies. Check references for honest appraisals. Then, discuss your security needs and explain what hourly wage you are willing to pay. Provide companies with a floor plan, a copy of your entrance policy and all other appropriate policies. The companies will respond to your guidelines with bids.

Evaluate the bids and compare not only the prices, but the quality of services offered. Higher bids may include medical coverage for the personnel and one supervisor—who normally receives a higher hourly rate—for every 25 guards. Higher bids may also indicate higher expertise of personnel. They may be off-duty policemen, firemen or military personnel.

Thirty-five states have some sort of regulations for starting a security firm. Find out if your state does and if your desired company complies.

If a disturbance arises,

Quick Tips

- If you make New Year's resolutions, set realistic goals. Consider making improvements at work as well as in your personal life.

(Source: Editor)

- Instead of throwing away your 1990 calendar, file it and use it as a reference tool. It can remind you when to begin planning annual projects and how much time to allow for them.

(Source: Editor)

- When balancing their responsibilities among groups that directly affect their business, executives feel responsible to customers first (97 percent), employees next (94 percent) and shareholders last (87 percent).

(Source Human Resource Executive, September, 1990)

guards may infringe on people's rights in order to contain their opposing force. To protect yourself from lawsuits, call the police if an arrest is necessary. They know the law. If you are expecting a disturbance, ask the police to drive by or check in to monitor the crowd.

As an alternative to hiring a security agency, you can hire off-duty police officers by contacting your local police department. Fees vary from city to city.

(Source: *Meetings and Conventions*, September, 1990)

A New Approach to Wellness

A new approach to wellness is to address health through self-esteem—the basis of our eating, drinking, working, and worrying habits.

Giving employees wellness information may not be enough to change their behavior. They must realize the value to their self-worth of making the change before they choose to do so.

Show employees how the way they feel about themselves can lead to unhealthy behaviors. For example, instead of telling

employees to count calories, tell them to notice how they feel when they decide to overeat. Some people rely on food to help them deal with problems. Teach them to convert negative feelings into positive ones.

Rather than addressing specific disease prevention, focus your wellness program on improved self-esteem. If employees feel good about themselves and feel in control of their behavior, they can eat, work and exercise properly.

The program is based on the theory that self-esteem is a learned skill rather than a gift from others. Design and present the program as a skills training workshop, not a psychotherapy session. Have a qualified, trained counselor or a health educator facilitate the program. A discussion format works better than a lecture format.

Open the workshop with a small group exercise like this one: Ask each participant to share a business or personal success with the group and describe the strengths s/he needed to attain that success.

A self-esteem program should explain that self-

esteem is a skill that takes practice. The program should also include:

- Understanding self-esteem;
- Assessing your own self-esteem;
- Communicating effectively;
- Dealing with rejection;
- Developing positive relationships;
- Setting goals reasonably;
- Regaining self-esteem after it's lost;
- Letting go of the past.

Using this approach can change a wellness program's focus from "Do this and not that to prevent disease" to "Let me help you live a fuller, more meaningful life."

(Source: *Employee Health and Fitness*, November 1990)

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Keynotes

Volume 20, No. 12

January 1991

"The employees (at 16 NESRA member organizations) identified

- social benefits,
- improved physical fitness,
- personal growth,
- competition,
- savings and
- convenience as major factors influencing their involvement in [ES&R] programs and services."

—James A. Busser, as printed in NESRA's newly released publication, "Programming for Employee Services and Recreation"

Opportunity Knocks

by Patrick B. Stinson,
NESRA Executive Director

It is difficult to ignore the signs that indicate we were in, are currently in, or will be in a recession. During this time, it is important for ES&R managers to take an even more proactive role. NESRA would not be where it is today if ES&R programs were not resilient enough to survive recessions over the past 50 years.

Here's a few things you should do during these tough economic times:

- If pink slips are falling left and right at your company, stress to management the importance of your morale-building programs for the survivors of these layoffs. It can be very demoralizing for employees to see colleagues being laid off and it is very stressful for them to be constantly

worried about their own positions. Use your programs to maintain morale and camaraderie among employees, and offer an outlet in these stressful times.

- If raises are frozen or at a minimum, emphasize to management the cost-saving programs you offer employees. While their personal income growth has slowed, your merchandise discounts, discount tickets and services can help employees stretch their paychecks.

- Be willing, and actually offer, to take on additional responsibilities. As other programs are cut, pick up some related duties that will help solidify your position within the company. One area that is sure to grow, especially with early retirement options offered to employees, is retiree programs. Now is the time to initiate or further develop your current



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retiree programs and activities.

- Continue developing financial resources for your programs. ES&R departments are unique in that they can generate income. The more self-sustaining your programs, the less burdensome they are to the company.

Again, companies need ES&R programs now more than ever—use this to your advantage.

Productive Meetings

Meetings are one of the most time consuming and least productive activities performed at work. They are expensive too. They cost businesses up to \$37 billion annually, primarily on wasted wages.

However, many companies use meetings to make decisions. How one participates and runs a meeting also affects one's career. Four out of five managers evaluate each other based on how they participate in a meeting and 87 percent judge leadership based on how the person runs a meeting.

Follow these tips to save your company time and money and to strengthen your meeting leadership style:

- Define who comes to the meeting and give them an agenda days in advance. Tell them why they need to be there and what they need to prepare.
- Begin the meeting with a 3-5 minute orientation speech to focus attention and set discussion limits.
- Present an opportunity for dissent in the beginning

of the meeting. Better decisions are made when a matter is examined from more than one perspective.

- Let someone other than the boss be the leader. Allow the boss to observe and evaluate activities as they occur.
- Designate a secretary to record minutes. Publish the minutes, including the decisions made and who has promised to do what. Then, follow up.
- Learn how to get productive input from all participants. Ask questions of the shy, cut off the domineering and force critics to offer solutions.

Your colleagues will appreciate and respect an effective meeting leadership style.

(Source: *The Washington Post*, July 1, 1990)

"The supervisor [of volunteers] 'clears the path' to successful performance by removing barriers and impediments and by clarifying the nature and goals of the job."

—Katheryn Wiedman Heidrich, as printed in NESRA's newly released publication, "Working with Volunteers"

Play Fair

Do you treat everyone fairly and equally in your department? If not, you could find yourself with a serious morale problem. Follow these tips to avoid a potential problem:

- Talk to your people every day and really listen to what they have to say.
- Urge workers to share

their concerns with you and let them know you will seek a fair solution.

- Examine your decisions and actions routinely to be sure you are treating all your employees fairly.

(Source: *Bureau of Business Practice, "Business and Industry Hotline,"* No. 26)

Company Newsletters

Do employees read your company newsletter? A study performed from 1987-1989 of a variety of companies showed:

- Seventy percent of employees thoroughly read company publications.
- Nearly 90 percent said they believed all or most of what they read.
- Thirty-six percent consider the company publication as a primary source of information. Employees prefer to get information from their immediate supervisors.

Find out what your employees think of your company publication by conducting a survey or holding a panel discussion.

(Source: *Innovative Employee Communication, as printed in Communication Briefings, December, 1990*)

Plan for Success

by Charles Dickson, Ph.D.

At times we all sabotage our chances for success. We blame others for our situation, lack focus, choose to be uninformed, surround ourselves with negative people and we expect failure. However, we all have the power to make our dreams come true. Follow these tips to actively plan your success:

Accept responsibility. Instead of blaming others, admit what you have done to contribute to your own difficulties and what you can do to change them.

Focus your efforts. Write down your goals. Define what you want out of life and define what you need to do to get it.

Become informed. Avoid acting impulsively. Gather enough facts before making crucial decisions. Information is power you should always have on your side.

Surround yourself with positive people. Examine your situation. Are you surrounded by people who believe in you and make you feel good? If you surround yourself with positive, uplifting people, you'll notice an almost

Quick Tips

- Nearly eight out of 10 Americans would sacrifice rapid career advancement to spend more time with their families.

(Source: *Management Strategy, Winter 1990*)

- Car rental companies may give away your reserved car when you are late in picking it up. If your flight is delayed, call the exact location of your reserved car and change your arrival time.

(Source: *Nation's Business, September, 1990*)

- Having good friends means you're better able to handle stress. Being able to rely on friends and family gives you a healthier perspective on problems.

(Source: *Blair Justice, Ph.D., University of Texas, School of Public Health, as printed in Vitality, August 1990*)

immediate rise in your own spirits.

Expect success. You can change your expectations by tapping the power of your imagination. You get what you expect—and you can learn to expect the best.

Learn from others. Successful people are open to new ideas, they ask questions and know how to listen. When you have problems, try to look for answers from those who might have them.

Develop perseverance. Failures and mistakes are a part of life. The attitude we take toward them separates the successful from the unsuccessful. Does failure stop you from pursuing what you want, or does it challenge you to work harder for your goals? How we deal with failure determines what we get out of life.

Parenting Sessions

Your ES&R department can help employees reduce stress by offering a parenting support program. The program may include lunchtime seminars on parenting issues and an outlet for

discussion and idea exchange. Here are some topic ideas:

- Adolescence, Middlecence and Family Development
- Hallmarks of a Healthy Family
- Communication: Boosters and Barriers
- Chemical Health: Use, Abuse and Recovery
- Optimizing Performance at Work and at Home
- Blended Families
- Mom's House, Dad's House
- Parenting Your Preschooler
- Nutrition for Kids
- Building Affirmations for Success
- Becoming a Parent
- Selecting Child Care for Your Baby
- After the Baby
- Survival Tactics for New Parents
- As Your Baby Grows
- Work and Family: Challenges
- School-Age Children
- School's Out! Now What?
- Kids Have Jobs, Too
- Changing Lives
- Managing Work and Parenting
- ABCs of Common Childhood Illnesses
- Community Resources for Eldercare
- Becoming Consumers of Health Care

At a minimal cost

(engaging a speaker and/or providing lunch), the program can boost morale and improve productivity.

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Unique Discounts

The most popular discount tickets are tickets for movies and theme parks. The most popular discount service is photofinishing.

Do you offer any unique product or service at a discount?

Please write to us and share this information; we would like to print some of the most creative answers in *Keynotes*.

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